

ANNUAL PLAN UPDATE Integrated County Plan

September 1, 2005 – December 31, 2006

Monroe County

This Monroe County Integrated County Plan – Annual Plan Update including the Strategic Component and the Administrative Component(s) – Monroe County Department of Human Services: Rochester-Monroe County Youth Bureau and Division of Social Services, Child and Family Services covers the period of July 1, 2005 to December 31, 2006.

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I. PLANNING PROCESS

- a) Describe any changes to the county planning infrastructure or process. Please include any new stakeholders or agencies involved in planning activities. List and describe collaborative successes, challenges and activities, which have evolved from this planning process.**

There have been a few major events that have contributed to changes in planning infrastructure and process since the May 1, 2004 through December 31, 2006 plan was written. The appointment of Patricia A. Stevens as Commissioner of the Monroe County Department of Human Services (MCDHS) on July 1, 2004, was instrumental in achieving some of these changes. Several key activities are as follows:

1. MCDHS Organization Structure

Ms. Stevens modified the organizational structure of the department and changed its name from the Monroe County Department of Human and Health Services to the Monroe County Department of Human Services. Please see an updated MCDHS Organizational Chart on page 9.

2. Strategic Planning

In the fall of 2004, MCDHS management took part in a Strategic Planning Process, which resulted in a new Strategic Plan including mission, vision, quality principles, values, core business and support processes, customers, priorities, key result areas, key result targets/measures, strategies for improvement, and a department minimum performance standard. Please see the MCDHS Strategic Plan on pages 10 and 11. A new Strategic Initiatives and Data Analysis (SIDA) area was created in January 2005 with staff dedicated to planning and data analysis. This area has responsibility for tracking the progress of the strategic plan.

3. Community Agencies

Ms. Stevens has met with the majority of DHS contracted agencies to discuss mutual goals and to identify opportunities for continuing collaboration. During these meetings feedback has been obtained and action items have been created that have been brought back to the MCDHS Leadership Team. MCDHS also has begun to meet regularly with executives from community agencies to discuss strategies for delivering high quality services while maintaining or reducing costs. The first meeting was held in June and the second meeting is scheduled for the end of July.

4. Changes Resulting from Budget Crises

Monroe County continues to face a budget gap and has had to adjust resources. MCDHS has approached this challenge by identifying opportunities to be more efficient and cost effective. Administrators, supervisors, staff from the Finance Department, and others joined together to identify opportunities. Changes include in-sourcing the

oversight of foster homes, which previously were purchase of service contracts with agencies in the community; increasing staff in the Youth and Family Partnership, a team providing a strengths-based wraparound approach to keeping youth at risk of foster care in the community; and a system for triaging preventive service referrals has been implemented through which families that have had an abuse or neglect report investigated or families active in the child protective system will be given priority to receive services.

5. Research Based Program Implementation

Eight human service agencies continue to collaborate on providing the Incredible Years Basic Parenting Program, a research based parenting program for parents of two to eight year old children. The collaborative is actively conducting an evaluation of the model and its local implementation. The Monroe County Preventive Coalition is involved in the collaboration of agencies offering the Incredible Years as well. Their latest annual conference was a presentation of preventive agencies' achievement in implementing research based programs and best practices. The creator of Functional Family Therapy, a research based program for at-risk youth and youth involved in the Juvenile Justice System, was the keynote speaker at this conference. Functional Family Therapy also continues to be offered as a diversion program.

6. PINS System Redesign

The Vera Institute for Justice facilitated a two day planning process in June 2004, the goal of which was to assess the current system for youth at risk for or indicating PINS behaviors and to reduce court involvement and placement. A broad group of stakeholders attended the two-day retreat and included representation from the educational, legal, human services, court and law enforcement systems, PINS mediation, municipal youth bureaus, street outreach programs, runaway and homeless youth programs, and a parent who previously received services from this system. The Monroe County Juvenile Justice Council reviewed the retreat summary and identified a group to move forward with the redesign of the PINS system. The committee will be recommending a plan to the County Executive by September 2005. In the meantime, the same committee assisted in developing the MOU to facilitate implementation of the PINS law. Please see Appendix C of the Child and Family Services Administrative Plan for more details.

7. Detention Practice and Utilization Assessment

Child and Family Services management and supervisory staff, and planning staff analyzed local detention data. The results pointed to an over utilization of the detention system. Monroe County has subsequently applied for a technical assistance grant from the Vera Institute to review and assess detention practices and utilization. Monroe County will hear shortly if funds will be awarded.

8. Collaboration Between Child and Family Services Staff and Financial Assistance Services

Child and Family Services staff and Financial Assistance Services staff continue to work together to provide efficient and quality services for mutual children and families they serve. One success is the streamlining of the application process and referral services for mutual non-dependent grantee clients. The goal is to facilitate a smooth transition for children being removed from their families and placed with relatives and friends and to avoid unnecessary foster care placements.

9. Family to Family Support

Staff from local mental health agencies, MCDHS Child and Family Services and the Office of Mental Health, and New York State Offices of Child and Family Services and Mental Health, have gathered to implement a Family-to-Family Support model, based on the Parent-to-Parent support model provided through the Office of Mental Health. The goal is to have parents who have been through the child welfare system serve as staff for the MCDHS and provide support to families experiencing similar situations. Including people who have been involved with the child welfare system in actual service delivery is a goal of the state Program Improvement Plan. A funding proposal has been written and will be submitted within the next month. Parents who were receiving or are receiving services from the mental health and/or child welfare systems were consulted on plan development.

10. Review of Data to Ensure Adoption and Safe Family Act Regulations Are Being Met

Supervisory staff from Child and Family Services and the Program Support unit have been working closely with Monroe County Family Court and the Law Department to ensure that petitions contain appropriate language consistent with the Adoption and Safe Family Act (ASFA) and Title IV-E of the Social Security Act regulations.

11. Positive Youth Development State and Local Partnership - Sector 8 Community Mapping.

New York State Office of Children and Family Services (NYS OCFS) is one of eight states that received a competitive Federal Department of Health and Human Services grant from the Family and Youth Services Bureau for positive youth development. A requirement of the federal grant for each state is a state and local community demonstration project to increase opportunities for positive youth development in local communities through collaborative processes. In NYS, only counties who receive federal Runaway and Homeless funds were eligible to compete, due to the source of the federal grant funds and only one county/local community could be funded per state. The Rochester-Monroe County Youth Bureau successfully competed for the grant and will also participate as part of the eight-state federal demonstration project. The grant required a four-month collaborative planning process and upon successful completion, the county will be eligible to receive \$130,000 for four consecutive years to implement the goals of the plan. An additional \$25,000 will support the state-designated time period for the four-month planning process.

An overall goal of the Positive Youth Development State and Local Collaboration (PYDSLCL) Demonstration is to pilot new relationships between the states and local communities selected for the project as a means of fostering closer collaborations between state agencies responsible for youth development programming and the communities that are expected to benefit from those services and programs.

Sector 8, in the Northeast area of the City of Rochester, joined the partnership as the local community partner. NYSOCFS continues to be a major partner with the RMCYB. To date, there has been a Sector 8 Community Retreat, a Sector 8 Youth As Resources mini-grant process and community mapping of 100 blocks of Sector 8. The process has engaged multiple community members, organizations and youth. Asset Based Community Development (ABCD) Institute has been contracted to provide training/consulting to the partnership.

12. Youth Action Project

In 2004, the Youth Action Project changed its name to *Youth As Resources (YAR)* and, with the assistance of the Rochester Area Community Foundation, initiated the first YAR Board in New York State. The Rochester-Monroe County YAR is based on a national YAR model and is one of the seven sites in the country that are nationally certified. YAR is a community-based youth philanthropy program that provides small grants to young people to design and carry out community service projects that address social issues and contribute to change in the community. It is engaged in all aspects of youth and community development through a youth empowerment approach including: Youth-adult partnerships; governance; evaluation; decision-making; youth led-community service; youth philanthropy-grant making; youth planned projects; social justice; and civic engagement. YAR seeks to empower and engage youth as partners with adults in creating positive community change and development. Youth board members range from ages 14-21 and come from diverse backgrounds that reflect varied socioeconomic status, live in the city or suburb areas, have experience in community service projects, and/or are new in the area of volunteerism. The adult board members also come from an array of different backgrounds that include schoolteachers, parents, business people, community members and others.

13. Youth Services Quality Council Positive Youth Development Multi-Media Campaign

The Youth Services Quality Council (YSQC) in partnership with the Community Asset Partner Network is working with the AD Council of Rochester to design and implement a positive youth development multi-media campaign. Since 2003 the work has included youth focus groups and an adult attitude survey. The goal of the campaign will be to stimulate an increase in positive interactions between adults and youth. The target audience will be adults in our community. The objective of the campaign will be to change the attitudes and beliefs 'of adults' (increase awareness that interaction with youth matters) and Change Behavior (instigate an action). Jay Advertising is the agency we began working with in June 2005.

14. Building Capacity: Youth, Family, Communities and Best Practices Partnership.

This program, operated directly by the RMCYB, combines support from the New York State Office of Children and Family Services and the Rochester Area Community Foundation. The goals of the program are to provide skills training workshops and consultation services to Youth Bureau funded programs, non-funded youth service providers and municipalities to enhance the management, practice and programmatic aspects of their services. The professional development series and organizational mentoring opportunities are offered to all youth service providers at no cost to enhance staff development, organizational development and knowledge concerning effective evidence/research based program models. Professional development series has included teaching, mentoring and coaching in the areas of youth development, group work with youth, effective supervisory practice, managing behaviorally challenging youth and organizational development and the application of effective youth development standards for policy, process and practice. Based on the work in this area the Youth Bureau was invited (8/04) to present at a symposium convened by the NYS Office of Children and Family Services with 5 other groups, three of which were from out of state on Organizational Readiness for Youth Development.

Training will continue to include Adolescent Youth development (AYD), Youth Development Group Work, and Interactive Approach to Supervision. The development of a youth development training series focused on gender specific issues is currently being explored.

15. Child Care Payment System

MCDHS administration and supervisory staff and Monroe County fiscal staff have identified numerous issues in the Child Care payment system. MCDHS is working with Technology Solutions to tailor the CC4K computer program to Monroe County's business practices. A new payment system will be implemented in September 2005 that should improve payment processes. Some staff members from DHS Accounts Payable have been co-located with childcare staff to ensure a more efficient implementation of the new system.

16. Streamlining of Office for the Aging (OFA) and Adult Services

In 2004, several OFA and Adult Services key processes were studied and streamlined through elimination of non-value added components, and automation and standardization of record keeping.

Caseworkers now also perform a needs assessment, and preference is given to APS and Home Care clients in need of OFA contracted services as a result of the collaborative efforts between the three units and sub-contracting agencies.

In an effort to streamline client data collection, eliminate duplication of effort and information, and ensure validity of mandated client reports, the Office for the Aging and Adult Services will utilize the Provider Resource Network, a powerful, multi-functional

web-based client data base, beginning in 2005. The system will facilitate data driven outcome measurements.

17. Connections Child Welfare Database System

The changes in the Connections child welfare data tracking system have encouraged collaboration between the New York State Office of Children and Family Services and MCDHS Child and Family Services. In addition, a local team of caseworkers, supervisors, senior caseworkers, child and family services management, and staff from staff development have been gathering in 2004 and 2005 to ensure a smooth transition to the systems upgrades.

18. "Reality Check" – Youth Empowerment Program

The NYS Department of Health "Reality Check" – Youth Empowerment Program against Tobacco Use ended in July 2004. The RMCYB had reapplied for funding and was not selected to continue the program. Another local agency was awarded funds and is providing an anti-tobacco campaign in the region.

19. Advisory Committees

Advisory committees to the RMCYB and MCDHS continue to meet, update their committee membership regularly and include consumer and youth representation. The Council for Elders, Advisory Board to the Office for the Aging, takes an active role in program planning.